

Chief, Organization & Methods Service

11 August 1952

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Proposed Table of Organization, Office of Research and Reports.

I. PROBLEM.—Evaluation of the merits of the proposed T/O for ORR from the standpoint of organizational structure, functions and procedures.

In accordance with agreement reached between the Organization and Methods Service and the Assistant Director, Office of Research and Reports, the undersigned examiner has made a detailed study of the proposed ORR reorganization reflected in the Table of Organization currently under review. Findings and recommendations set forth herein are based on discussions with the AD/RR, staff members and division chiefs, review of ORR's basic mission and functions, and comparison of the proposed T/O with the present T/O.

II. FACTS BEARING ON THE PROBLEM:

a. Organizational Policy.

The intelligence producing divisions of ORR have been separated into three functional entities to operate under the guidance and direction of Deputy Assistant Directors, who will, in turn, report to and receive guidance from the AD/RR and the DAD/Executive. The examiner understands that this concept of organizational policy is intended to serve the twofold purpose of reducing the number of components reporting directly to the AD/RR, and establish positions at the DAD level of sufficient stature and scope to facilitate effective inter-agency contacts and permit realistic overall planning within the three functional entities.

b. Major organizational changes.

- (1) Deputy Assistant Director/Executive is established to replace the former Deputy Assistant Director position. The Executive Assistant position has been abolished and his duties incorporated in the Deputy Assistant Director's position. Incumbent will be concerned primarily with implementing directives of the AD/RR and act as AD in his absence.
- (2) Deputy Assistant Director for Research will be charged with guidance and direction of the activities of the seven economic research and support divisions.

- (3) DAD for Coordination will be charged with guidance and direction of the external research and support activities of the Basic Intelligence Division (NIS Program), Economic Defense Division, and the EIC Secretariat.
- (4) DAD for Geography will be charged with guidance and direction of all geographic, cartographic, map library and photo-intelligence activities.
- (5) Requirements and Control Division becomes a staff arm of the Office of the Assistant Director in recognition of its purely support or service function in relation to the intelligence producing divisions.
- (6) The former Geographic Division is split into four divisions, i.e., Geographic, Cartographic, Map Library and the newly established Photo-Intelligence Division, with a Deputy Assistant Director for Geography as the coordinating element.
- (7) The former Economics Analysis Division is split three ways into the Analysis Division and the Techniques and Methods Division under the DAD for Research and the Economic Defense Division under the DAD for Coordination.

c. Staffing pattern.

- (1) Several upper-grade positions have been abolished from the Office of the Assistant Director and similar positions established at strategic locations at the operational level.
- (2) The trend in staffing of professional personnel appears to be toward fewer positions in direct ratio to the anticipated workload but at higher grades in an effort to attain higher competence levels.
- (3) The proposed T/O allows for more clerical and stenographic support.
- (4) The proposed T/O reflects fourteen positions on the Administrative Staff. Five of these positions are

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in a Clerical Pool calculated to service areas of need throughout OHR. Positions of Administrative Assistants are provided for each Division but the position title is considered to be somewhat misleading inasmuch as incumbents of these positions also perform many duties not purely administrative such as supervision of information control sections, secretarial duties, etc.

d. T/O personnel figures.

(1) Present T/O as of January 1952:

(2) Requested T/O as of July 1952:

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III. CONCLUSIONS:

a. Organizational Policy.

The examiner believes that the basic concept of organization as propounded by OHR will result in more realistic long range planning, tighter control of the economic research activities for immediate effectiveness, and better opportunity to define and fill in existing gaps in basic economic intelligence.

b. Major organizational changes.

(1) DAD/Executive position is considered a wise move in that it recognizes the need for a strong second man or "alter ego" to the AD. The examiner believes that this policy should be actively implemented at the DAD and Division levels also.

(2) The examiner believes that the position of DAD for Coordination should be carefully reconsidered. On the organization chart it appears that this position has been interposed between the Basic Intelligence Division, the EIC Secretariat and the Economics Defense Division, and their contacts in other agencies and/or CIA offices.

a. Basic Intelligence Division, which is charged with administration of the NIE Program, works independently of the other portions of OHR in planning and implementing its work with CIA and other agencies. It appears that the DAD

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for Coordination would assist D/B only on those rare occasions when a "mediator" is needed in setting priorities in the workload laid on by external factors.

- b. The EIC Secretariat has an Executive Secretary who should have responsibility for the coordination and guidance of the work of the Secretariat and sub-groups under his jurisdiction.
 - g. The Economics Defense Division is primarily concerned with lending intelligence support to the export control program of the Department of Commerce and the Economic Defense Advisory Committee and its sub-groups. The examiner believes this Division could function as well, and possibly better, under the DAD for Research.
 - d. DAD for Coordination (or Plans) is a position which is needed to support the AD but the examiner believes the position should be in the Office of the Assistant Director and not confined to giving guidance only to the three elements discussed in g, h and e above. Rather, he should participate in the planning and coordination of both internal and external research and support activities.
- (3) Reports Division is actually a staff arm of the DAD for Research, servicing the economic research divisions in the initiation, control, editing and publication of reports.
 - (4) DAD for Geography is in reality an autonomous operation carried on independently of the other portions of ORR and producing intelligence and graphics for all of CIA, Department of State, and many other IAC agencies. It is felt that the AD/RR should be relieved of responsibility for Geographic operations.
 - (5) If DAD for Geography remains in ORR personnel for the proposed Photo-Intelligence Division should be provided for in the T/O currently under consideration and the necessary request for increase in personnel ceiling should be submitted. It is understood that present planning calls for setting up this Division as a special project initially. The examiner believes that, since this is a long range permanent

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function, it should be recognized as such from its inception.

IV. RECOMMENDATIONS:

The examiner recommends that the Organization & Methods Service should approve the T/O as proposed and commend the basic concept of administration reflected therein. However, the following recommendations should be offered for consideration by the AD/RR and the higher echelons to which he reports.

- a. DAD for Coordination to be located in the Office of the Assistant Director to be responsible for planning and coordination of internal and external research and support activities.
- b. Basic Intelligence Division to stand alone on the organization chart with a direct dotted line to the Office of the Assistant Director.
- c. EIC Secretariat to operate under an Executive Secretary of sufficient stature and authority to carry out its mission with a direct line to the Office of the Assistant Director.
- d. Economic Defense Division to move under the direction of DAD for Research.
- e. Reports Division to be a staff office under the DAD for Research.
- f. DAD for Geography and the four divisions to be established as an independent office reporting to the DD/I.
- g. Photo-Intelligence Division to be recognized as a permanent activity and included in the T/O and ceiling requirements.

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I concur (e) most advisable; others advisable; (g) is necessary and
(if (f) is carried should remain in ORR.
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